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## A MODEL OF EFFICIENT LONG TIME IMPLEMENTATION OF PHYSICAL ACTIVITY IN ORGANIZATIONS

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***Abstract:** The risk of developing health problems can be reduced by physical activity, but this is difficult due to the lack of time, planning and mental effort involved. Even though the evidence shows the importance of physical activity for well-being, the impact of an intervention depends on both its effectiveness and the impact on the population if we aim for a good implementation and if healthy education is not supported, negative consequences may occur. The issue of educating people requires a sustainable process that we want to impose by proposing a model of implementation of physical activity adaptable to all types of people, to find a way to support this behavior.*

***Key words:** physical activity, effectiveness, implementation, education.*

### 1. INTRODUCTION

In recent years, the rise in sedentary rates worldwide, as well as the lack of physical activity in developed countries, has become a health issue, with the World Health Organization mentioning it as the main risk factor for non-communicable diseases [1]. The poor physical condition of the population has become one of the major concerns for society, due to its effects on public health. Although many studies show the importance of exercise to maintain optimal health, participation in exercise has remained problematic [2].

The workplace has become more and more often targeted in interventions aimed at introducing the movement, because employees spend much of their time at work on the one hand and on the other because very few of them, practice a form of movement in his free time. [3].

From this perspective, in this paper we propose a method for introducing physical activities to facilitate the greatest possible adoption of physical exercise among employees working in the office, thus increasing the number of people who exercise for prophylactic purposes and decreasing the adoption of a sedentary behavior.

The research "Incentives, Commitments, and Habit Formation in Exercise: Evidence from a Field Experiment with Workers at a Fortune-500 Company" raised the issue of implementing sports activity through a stimulus program aimed at encouraging physical activity and sports within companies. Programs have been proposed to stimulate individuals through forms of material reward based on models of commitments supported by real contracts and it has been observed that this way a sustainable control over individuals has been obtained for certain periods, reaching even one calendar year [4].

We consider this initiative very important, but physical activity programs also require a permanent and rapid adaptation to the needs of individuals, so we argue that we need an improved method, which, in addition to the material advantages to offer some internal, based on gratitude and gratitude for a needs-based approach, as we set out to do through our program.

In the study "What's the Hard Return on Employee Wellness Programs?" the implementation of wellness and sports programs are proposed at the macro level. Thus, 6 pillars are designed through which the organization should introduce wellness and sports programs

within them, being about: multilevel leadership (forming a culture of health); alignment (a health program should appear natural); scope, relevance, and quality (well-structured programs); accessibility (minimum costs); partnership (collaboration being essential) and communications (media are also important) [5].

This approach is particularly important due to the capture of reality and the formation of a viable program in society, but also requires micro, individual analysis, where we capture the social actor with his needs, which is why we propose our model, which is adaptable both at community and at the individual level, this mode of intervention being practically due to the fact that the manifestations of individuals can reveal new societal aspects or new individual tendencies.

## 2. RELATED PAPERS

In "Workplace Exercise Programs - How organizational factors influence employee participation *Journal: Development and Learning in Organizations.*" on a group of individuals, supporting pro-active involvement, positive attitude and encouragement from colleagues and management [6].

However, although this initiative is good, we consider that in the common way of working of the group there are individuals who fail to fully agree with the rules of the group. Precisely because of these considerations, in our model we propose several steps that help to personalize the program, through which the individual constraints, which are responsible for certain deviations of individuals, are revealed and adapted.

The process of adapting to the new social and educational environments leads implicitly to the increase the level of stress among individuals. Stress triggers certain psychological and physiological problems, which over time lead to worsening health and declining living standards. In a Malaysian study, it was concluded that the volume of information and the speed of information dissemination cause stress for 88% of the people who were part of the study sample. Also, 36% of respondents were included in the category of people with problems on maintaining optimal body weight due to a high

degree of stress. This study is important because it highlights the destructive effects of stress on the physical and mental health of individuals [7].

Moreover, within the organizational system, we encounter various stressors that could prevent or even destabilize the production phenomenon. One of these stressors is the counterproductive work behavior, which can occur accidentally or unintentionally, but it is preferable to remove it as soon as possible. Counterproductive behavior can manifest itself individually or collectively, but it follows certain patterns and falls into certain patterns, consisting in taking unnecessary breaks, a much too slow work pace, absenteeism, sabotage of work equipment, theft of items intellectual property, blaming colleagues, favoritism, harassment and violence, outbursts of anger and anxiety. All these deviant manifestations implicitly lead to a disharmony of collegial relations as well as to a malfunctioning of the entire establishment. Lack of self-control and poor management of frustrations lead to negative behavior, which is reflected in work. In response to the existence of counterproductive work behavior, a few methods and techniques have been proposed, one of which is Person - Organization Fit. This method is a goal and involves compatibility between the organization and the people who relate to it, being of real interest to both individuals and organizations [8].

A disturbing factor is the counterproductive behavior at work involves non-compliance with the rules and societal values, involves an action that threatens the organizational establishment that often results in injury to the organization or its members.

These behaviors involve the existence of certain organizational and personal factors. Among the factors related to the individual are differentiated kindness, conscientiousness, and personality traits, which, if they have low levels can lead to counterproductive behaviors. In the same situation is the negative affectivity, its high level being directly correlated with counterproductive behaviors. Relevant importance is also the judgments made by the employee such as interpretations related to what happens at work, where he works. Also, a very

important role is played by the emotions of discomfort, internalized by the employee.

Regarding working groups, they can be a factor in encouraging and maintaining counterproductive behavior, due to their subculture, as well as social role models, which encourage such behaviors [6].

It is proven that implementation-based interventions have increased the performance of a range of behaviors. These interventions can also change the normal behavior of a person or a group. The mentioned aspect is important for the change of the behavior in terms of physical activity because the sedentary behavior is also a product of habit. Implementation research is defined as research that seeks to understand the processes and factors associated with the successful integration of evidence-based interventions into a given framework [9].

The work "Psychosocial effects of workplace exercise – A systematic review" refers to the importance of a healthy life on the way in which individuals relate to society and implicitly to the workplace. The study follows the Danish work environment, where it was found that stressors affect 70% of the active staff, affecting their way of working negatively [10].

Some interventions have been made over time, demonstrating the importance of integrating physical activity into the weekly schedule of employees [11]. As a basic rule, for how much physical activity is needed, we consider the Physical Activity Guidelines for Americans, which recommend at least 150 minutes of physical activity per week. The need for movement being a necessity for the human being, to maintain his health, it is necessary to make adaptations to rebalance the mismatches that appeared with the modern lifestyle [12].

The American Women's Perceived Influences on and Strategies to Reduce Sedentary Behavior, which focuses on the sedentary behavior during the working hours of black women in American society and the desire to involve them in more physical activities that improve their health and efficiency in the field of work, it was concluded that the biggest challenge is the development of a system to motivate towards a quality physical education involving stress reduction techniques. Thus, it

was concluded that it is important to introduce sports and physical education classes in the work schedule, because in their free time, they are often missing due to an exhausting schedule and the lack of a reporting model [13].

Through the study "Informal sport and curriculum futures: An investigation of the knowledge, skills and understandings for participation and the possibilities for physical education", undertaken in accordance with the data obtained by the "Australian Curriculum Health and Physical Education" the authors emphasized the importance of which is won by sport among individuals, not necessarily in a formal pattern, but more informally, which involves a reassessment of the dimensions and standards of methods and techniques for implementing and deepening physical activities to educate individuals. Moreover, it has been observed that the informal practice of sport can lead, due to the many benefits it can bring in terms of balancing the physical, mental and social, to improve social and cultural skills [14].

In the study "High Performance: Exploratory Study into the High Performance Model and Qualitative Secondary Analysis of Elite Sport Management in the United States", an analysis of the entire program aimed at sport, as a main activity or as a profession in the United States, it is considered that there is a lack of an efficient management system that can collect data on the entire sports program, seen holistically, monitor the performance and adaptation of individuals to what is new and evaluate the results, while proposing means of improvement, performance assurance and supervision the whole system that leads to its realization, being necessary to represent the bases of the vision for a stable level of performance. It is expressed that a successful management in any field, presupposes the existence of a vision, the management of any operations involved, the targeting of individuals as well as the creation of a culture based on efficient communication, thus the expected result being an efficient and ultra-performing and this model is extremely necessary in sports activities as well [15].

In a research on people who participate in fitness classes at sports centers, it was intended to observe the degree of satisfaction by

analyzing the emotions of individuals who were part of the study group, whether they are positive or negative, thus following to determine the revelation of the intentions that were the basis of the actual behavior in the gym as well as the reliability of the group classes and those that involve an effective participation of less or more than 30 minutes. Thus, following the analyzes, it was observed that the group hours, where the participation supposes a shorter period of 30 minutes, are more appreciated and even recommended as beneficial by the participants [16].

A study conducted in Belgium during the pandemic aimed at observing the effect of security measures and isolation on individuals and the extent to which they were felt on the active side involving sports and other physical activities. It was observed that among adults, there is a lack of sports, although some of them, a percentage of 36% of adult respondents, tried to make up for this by engaging in various physical activities. And among children, sport has become less important, which indicates that the period of restrictions has removed this habit of physical activity, as is considered sport [17].

### 3. METHODOLOGY

In developing our model, in the first stage, we considered it important to understand which segments of the population we focus on, delimiting four categories, designed according to the frequency with which these individuals undertake physical activities. This initial phasing helps us to develop a structure for the model we design. In the second stage, we considered it important to observe the constraints that force individuals to act in a certain way, this fact helping us to omnidirectional configuration of the proposed model, to adapt it to the needs of different individuals.

The third stage involves the actual development of the model as a configurable prototype, depending on the adaptation of individuals to the programs we propose. We have proposed three stages, the first being prospecting, in which we want to reveal personal constraints for a relevant and conclusive individual analysis; in the second stage we

proposed the achievement of a group spirit by making the work teams, also analyzing the interpersonal constraints in order to overcome them; In the third stage, we set out to make the program easily configurable according to certain structural constraints, in order to adapt it according to the different types of environments.

Due to the lowest possible involvement of people in physical activities, lately, there is the problem of diversifying the methods of attracting and maintaining them, towards an active livelihood, through all kinds of techniques and methods that involve personalization and adaptation to the current needs of individuals.

Segmentation by key variables such as behavioral patterns, demographic profile, attitude, or societal status may be a possible case study to develop a trend. Now, related to the behavior towards sports, we consider that we can group individuals in four typologies, namely:

1. People who are completely lacking in interest, who show inconsistency and low satisfaction with physical activities;
2. Optimistic people, who have a medium presence and interest, as well as their degree of satisfaction, which rarely exceeds the median line;
3. Sports enthusiasts, who see this as a hobby or a means of livelihood, getting more involved than the other two categories mentioned above;
4. People who practice performance sports, they are more involved in maintaining a connection between a sports life and their own habit.

This segmentation is considered useful because it can help to develop marketing strategies that lead to the promotion of sports, through personalized methods.

Another study highlighted the role that sport plays in balancing both physical and mental health, as well as certain means of constraint to facilitate its dissemination within university campuses. Thus, spending free time on campus is conditioned by involvement in various recreational activities, which are not achieved due to various types of constraints, namely [18]:

- a) Intrapersonal constraints are those that involve internal factors, corresponding to the interior of individuals, such as the

- skills needed to take a certain action or shyness;
- b) Interpersonal constraints are represented by external factors that discourage involvement in leisure activities, being caused by factors external to the individual, such as interactions with others, such as lack of partners with whom to spend free time or various commitments prevent them from participating;
  - c) Another type of constraints are the structural ones, which involve organizational or societal level factors, such as lack of time or inadequacy of the program. However, the impact that constraints have, in general, on individuals, are not universal and can vary depending on countless elements, such as: situational contexts or gender of individuals, as well as others.

We consider these constraints important for defining our model and therefore, we summarize them in Figure 1.

This structuring of constraints, in intrapersonal, interpersonal, and structural, is of particular interest for our study as well as for the design of the implementation model of physical activity, because based on them we can configure a sustainable concept.

In the model proposed by us, the challenge comes from finding the best implementation strategy, which is why we are advancing the idea of a mixed implementation, both online and physical, involving several stages, which we will detail in the following. We also considered the selection of all parties involved, identifying the broader context, which sums up the social, economic, political, and cultural aspects, because most of the steps taken are based on theory, not yet implemented and examined empirically.

We intend to implement a pilot program lasting 12 months, and after the period of data collection and interpretation, we can extend its period.

In this project, we consider constraint theory and use it to build a model that is easy to configure but at the same time assumes an implicit robustness. Constraint theory is a concept developed by Eliyahu M. Goldratt that innovates the organizational management system by applying a model based on decision making and problem solving through methods of constant improvement. In short, to achieve the objectives, it is necessary to follow the accomplishment of five essential steps, namely:

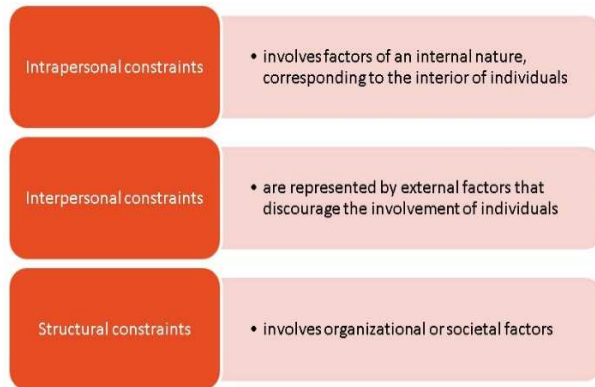
1. It is important to identify the constraints of the system, which are, in fact, limiting factors;
2. Decisions are made on how system resources are used, with rapid improvements at all levels;
3. All resources should be concentrated to support the needs of coercion;
4. The weak link, which represents a constraint of the system is elevated / eliminated;
5. This process is a continuous improvement, and if a constraint has been resolved, we move on to the next one.

The implementation process is represented as a cause-and-effect tool, through which unwanted elements are identified and eliminated, this step being accomplished by answering three questions, namely [20]:

- a) What needs to be changed (what is the constraint)?
- b) How should the change take place?
- c) What action can change cause?

Employee education will be an important part of the dissemination, so that they will slowly get acquainted with the perceptions of physical education.

Researchers in the field will deliver in the first phase of the project programs that will be adaptable for several categories of employees. The programs will be able to be put into practice by the instructor specialized in this type of approach. We propose an implementation model that we will develop according to the structure in Figure 2.



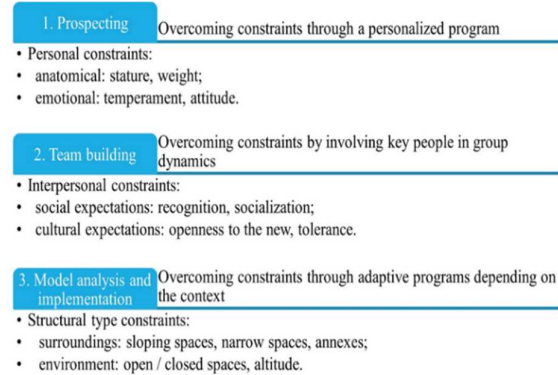
**Fig. 1.** Intrapersonal, interpersonal and structural constraints.

In Figure 2 we represented the model by which we intend to implement physical activity in companies. Thus, we consider the first two stages as basic, through which we build our model and the third stage represents a moment of introspection, feedback, and analysis, through which we configure and reconfigure this model.

Therefore, in the first stage of prospecting, we will study employees who get involved in the project, as they benefit from both the organizers, consisting of customized programs to improve the tone, and from companies, which, if the desired efficiency pattern is reached, it will give them bonuses and other rewards. Also at this stage, we will select individuals, from those who do sports as a hobby or who have done performance sports, they will represent key people, so-called information centers through which we will interfere with others involved, while also taking feedback directly through them. The constraints from this stage will be anatomical and emotional, as personal types of the selected people, and in this stage, we will try to build a personalized program for the involved people.

In the second stage, we will compose of the teams that we will train and monitor. These teams will implicitly involve leaders, as persons in charge of the group, among those familiar with the sport. The constraints from this stage will be the social and cultural mix of expectation of the involved people, and in this stage, we will try to energize the groups by involving the leaders, or the key people in groups dynamics.

In the third stage, we will analyze and adapt the model according to structural type of



**Fig. 2.** Representation of the physical activity implementation model.

constraints, overcoming them through adaptive programs depending on the context of the discovered items as surroundings or environment.

Finally, we'll contact the managers of the people included in the program, asking them for feedback on how they carry out their work and whether their working hours or production efficiency have improved. We aim to improve our methods and develop new applications.

#### 4. CONCLUSION

We consider that the model proposed by us faces the current challenges in the industry and is welcome, representing an antidote to the process of slowing down the physical activity triggered by the pandemic context that occurred with Covid19. It is also a model of efficiency and quality of life, which is why we consider it appropriate. Being a conceptual model, we try to implement it and maintain it for a period of 12 months, which we set out to be the time to test it, due to all the technical and societal implications, and then, after careful observation of all parameters to propose possible improvements.

We believe that for sustainability, this project also involves the involvement of partners, from the private or state sector. An effective approach involves the cooperation of companies as well as state institutions, which also have office workers, along with the training of specialized instructors on issues that arise with the prolonged state of the chair, a policy that supports the state a tax exemption for companies

that would introduce such services and of course those who will benefit from them.

The problem arises when, in the absence of an implementation, all these interventions lose their applicability in the real world. It requires the creation of a sustainable product that can be configured so that as many institutions, companies and organizations in the public or private domain can introduce in the time spent by employees at work, a program dedicated to physical activity.

The model we propose is necessary because it can be configured both according to individuals and depending on the environment, and its purpose is to implement an active lifestyle, which can lead to a healthy lifestyle. We have designed a model to help overcome the constraints, whether they are intrapersonal, interpersonal, or structural, through adaptive methods that tend to better capture the current situation, in which both individuals and society need to be open to adaptation and evolution. We considered that the steps of the model should be simple to allow room for the accumulation of information necessary for the evolution of the program. Of course, this model can be improved, which we propose, but this will be possible, if enough parameters are analyzed that occur due to the use of the proposed method.

In future studies we will consider the implications of the described approach on human and intellectual capital management as there have been identified huge potential for increasing organizations' performance and productivity [21-23]. Also, the proposed and discussed approach should be tested and validated in a real economic environment based on the university – industry collaboration [24] and to demonstrate the effectiveness and efficiency on human resources management (e.g., by creating a professional-personal lifestyle balance [25] or optimizing the workplace social sustainability [26]).

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### Un model de implementare eficientă a activității fizice în organizații

Riscul de a dezvolta probleme de sănătate poate fi redus prin activitatea fizică, dar acest lucru este dificil din cauza lipsei de timp, planificare și efort mental implicat. În ciuda faptului că dovezile arată importanța activității fizice pentru bunăstare, impactul unei intervenții depinde atât de eficacitatea acesteia, cât și de impactul asupra populației, dacă urmăm o implementare bună; dacă educația sănătoasă nu este susținută, pot apărea consecințe negative. Problematika educației oamenilor necesită un proces durabil pe care dorim să-l impunem prin propunerea unui model de implementare a activității fizice adaptabil tuturor tipurilor de oameni, pentru a găsi o modalitate de susținere a acestui comportament.

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